

A STAFF STUDY

Submitted To

THE FACULTY
U S ARMY CHAPLAIN SCHOOL

By

CH (CAPT) LUCIUS M JOHNSON

For

EFFECTIVE WRITING

On

3 DECEMBER 1962

Headquarters 24th Infantry Division
APO 112, US Forces
26 November 1962

AETGCH

SUBJECT: Chaplain Enlisted Assistant School.

1. PROBLEM. To plan a Chaplain Enlisted Assistant (MOS 718) School for the 24th Infantry Division.
2. ASSUMPTIONS.
 - a. The number of Chaplain enlisted assistants trained at the major training centers in CONUS will not meet the needs of the division for such personnel.
 - b. A sufficient number of Chaplain enlisted assistants can be properly trained by a division school.
 - c. The Chaplain enlisted assistants school would supplement, not replace, the major training center schools.
3. FACTS BEARING ON THE PROBLEM.
 - a. Six of the 19 enlisted Chaplain assistants currently assigned to the division are not MOS 718 trained. This represents the average for the past year.
 - b. Qualified instructors are now assigned to the 24th Infantry Division and will be made available to give instructions.
4. DISCUSSION.
 - a. Advantages of establishing a 24th Infantry Division Chaplain assistants (MOS 718) School:
 - (1) The untrained enlisted personnel now assigned as Chaplain assistants could receive such training, thus equipping them to properly perform their task.
 - (2) The time required for Chaplain instructors to teach a course in the school would be considerably less than for all division Chaplains to give on-the-job training to their individual assistants upon assignment.
 - (3) Non-Chaplain instructors qualified to teach assistants in subjects unrelated to the Chaplain's skill will be made available to give such instructions.
 - (4) Assistants trained in a division school would become familiar with the policies of this command and could thus better satisfy local needs.
 - (5) The cost of this program would fit into the current budget. There would be no additional requirements since it will fit into present training program and utilize existing facilities.
 - b. The disadvantages in establishing a 24th Infantry Division Chaplain assistants (MOS 718) school:
 - (1) Affected Chaplains will not have the services of their assistant for the 10 days of the course.
 - (2) The school represents an added administrative and budgetary burden which is unnecessary since Chaplain's assistants are currently being trained by the major training commands in CONUS and by on-the-job training without this administration and cost.

5. CONCLUSION. The 24th Infantry Division should establish a Chaplain enlisted assistant (MOS 718) school to teach all untrained men filling that position.
6. ACTION RECOMMENDED.
- a. That the conclusion in paragraph 5 be approved.
 - b. That the attached directives (Annex A) be signed and distributed to subordinate units or personnel concerned.

JOHNSON
Ch (Capt), USA
Project O, Flak Mil 819

ANNEXES: A---Directives
B---Discussion
C---Summary of Comments

ACTION BY APPROVING AUTHORITY:

Approved (disapproved), including (excluding) exceptions as noted.

Signature

HEADQUARTERS
24TH INFANTRY DIVISION
APO 112, US Forces

AETGCH

26 November 1962

SUBJECT: Chaplain's Assistant Training School

TO: See Distribution

1. The 24th Infantry Division Chaplain's Assistant Training School is established at Flak Kaserne, APO 112, US Forces.
2. This school will be under the operational control of the Chaplain, 24th Infantry Division.
3. The school will operate the first two weeks of February, May, August, and November, Monday through Friday.
4. The purpose of the school is to instruct Chaplain's enlisted assistants in those skills required to qualify them for MOS 718 as outlined in AR 611-201, AR 611-203, and Army Subjects Schedule 16-718.
5. Personnel now holding this MOS will not be required to attend classes, but may do so with the approval of their commander.
6. All chaplains and commanders are encouraged to enroll personnel requiring this training.
7. For information call Flak Military 819.

FOR THE COMMANDER:

OFFICIAL:

HARRY E HAND
Col, Infantry
Chief of Staff

BENJAMINE HARRISON
Maj, Infantry
Adjutant General

DISTRIBUTION "A"

Handed A

DISPOSITION FORM

N/A

FILE NO.

AETGCH

SUBJECT

Guide Lines For Chaplain Enlisted Assistant School

TO Ch (Maj) A S Willin,
Hq 2d BG, 34th Inf

FROM Div Ch

DATE 26 Nov 62

COMMENT NO. 1

1mj/Flak 819

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 will be located in building 1508, Flak Kaserne.

2. This school will be conducted the first week of February, May, August, and November. The first class will be 4 - 8 Feb 63.

3. You have been selected as the senior faculty member for this school 4 - 8 Feb 63. Ch (Capt) O R Else, 3d Med Tank Bn 34th Armor, APO 29, is the other member of the Chaplain team conducting the school.

4. The school is under the operational control of the Division Chaplain. Policies and procedures for the conduct of all class matters will be directed by this office and will follow the schedule outlined in the inclosed program and Army Subjects Schedule 16-718.

5. Completed and coordinated lesson plans covering the 40 hours of instruction as outlined in the training program will be submitted to this office for approval not later than 15 Jan 63.

6. Classes should be divided for those parts of the instruction specifically related to one of the major Christian faiths. The other class hours should be divided between the two chaplains along lines of interest and/or qualification.

7. A Chaplain instructor will be responsible for the classes conducted by enlisted instructors. This includes coordination with the Division Chaplain's office, the Adjutant General's office, the Transportation Officer, Hq & Hq Co, 24th Inf Div, and the OIC, SACom Projectionist School, Reese Kaserne for the utilization of personnel and facilities to be furnished by these activities. To simplify this procedure for the instructor a list of his needs, giving time and date, will be submitted with the lesson plans. The contacts will be made by this office.

8. Logistical support for classes will be provided by the G-4, 24th Inf Div through the Division Chaplain. Instructors will submit a list of their needs to this office with their lesson plans.

9. All administrative and logistical matters not directly related to the instruction of the students is the responsibility of the Division Chaplain and the Commanding Officer, Hq & Hq Co, 24th Inf Div.

10. The personnel and facilities of this office may be utilized in the preparation of instructional procedures and materials. The Division Chaplain will advise in those matters requiring his attention.

Guide Lines For Chaplain Enlisted Assistant School (Cont't)

11. An after-action report will be submitted by the senior instructor to this office not later than 10 working days following the completion of the final week (projectionist school) of the school.

1 Incl
Training Program
Schedule

JOE B GOOD
Ch (Lt Col), USA
Div Chaplain

INFORMATION COPIES TO:

G-1 24 Inf Div
CO, 2d BG 34th Inf
Chaplain Enlisted Assistant School file

Annex A (Cont)

DISPOSITION FORM

N/A

FILE NO.

SUBJECT

AETCOH

Guide Lines For Chaplain Enlisted Assistant School

TO Ch(Capt) O R Else
3d MEBn 34th Armor

FROM Div Ch

DATE 26 Nov 62

COMMENT NO. 1

lmj/Flak Mil 819

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 will be located in building 1508, Flak Kaserne.
2. This school will be conducted the first week of February, May, August, and November. The first class will be 4 - 8 Feb 63.
3. You have been designated as a faculty member for this school 4 - 8 Feb 63. Ch (Maj) A S Willin, Hq 2d Battle Group 34 Inf is the senior member of the Chaplain team conducting the school.
4. The school is under the operational control of the Division Chaplain. Policies and procedures for the conduct of all class matters will be directed by this office and will follow the schedule outlined in the inclosed program and Army Subjects Schedule 16-718.
5. Completed and coordinated lesson plans covering the 40 hours of instruction as outlined in the training program will be submitted to this office for approval not later than 15 Jan 63.
6. Classes should be divided for those parts of the instruction specifically related to one of the major Christian faiths. The other class hours should be divided between the two Chaplains along lines of interest and/or qualification.
7. A Chaplain instructor will be responsible for the classes conducted by enlisted instructors. This includes coordination with the Division Chaplain's office, the Adjutant General's office, the Transportation Officer, Hq & Hq Co, 24th Inf Div, and the OIC, SACom Projectionist School, Resse Kaserne for the utilization of personnel and facilities to be furnished by these activities. To simplify this procedure for the instructor a list of his needs, giving time and date, will be submitted with the lesson plans. The contacts will be made by this office.
8. Logistical support for classes will be provided by the G-4, 24th Inf Div through the Division Chaplain. Instructors will submit a list of their needs to this office with their lesson plans.
9. All administrative and logistical matters not directly related to the instruction of the students is the responsibility of the Division Chaplain and the Commanding Officer, Hq & Hq Co, 24th Inf Div.
10. The personnel and facilities of this office may be utalized in the preparation of instructional procedures and materials. The Division Chaplain will advise in those matters requiring his attention.

Amey D. Best

Guide Lines For Chaplain Enlisted Assistant School (Cont'd)

11. An after-action report will be submitted by the senior instructor to this office not later than 10 working days following the completion of the final week (projectionist school) of the school. The junior instructor will cooperate in the preparation of this report.

1 Incl
Training Program
Schedule

JOE B GOOD
Ch (Lt Col), USA
Div Chaplain

INFORMATION COPIES TO:

G-1, 24th Inf Div
CO, 3d MTBn 34th Armor
Chaplain Enlisted Assistant School file

Amey (Cont'd)

THE CHAPLAIN'S ASSISTANT TRAINING PROGRAM

Supervision: Dept of the Army - The Chief of Chaplains
USAREUR - The USAREUR Chaplain
Seventh U S Army - The Army Chaplain
24th Inf Div - The Div Chaplain

References: Army Subjects Schedule 16-718 3 Apr 1958 and
AR 611-201

Objectives: To familiarize enlisted men assigned as
Chaplain's assistants in this division with
the duties of a Chaplain's assistant.

Organization of lesson presentation:

The Assistant And The Team Concept

Hour 1 The History Of The Army Chaplaincy
2 The Mission Of The Chaplain
3 The Chaplain Branch Organization And Training
4 thru 6 Denominational Requirements

The Assistant And Maintenance Responsibilities

Hour 7 The 718 Training Program
8 Worship Appointments Of The Chapel
9 Chapel Facilities And Their Maintenance
10 Vehicle Responsibility & Practice Work

The Assistant And Procedures In Administration

Hour 11 thru 15 Office Administration
16 thru 19 Supply
20 thru 24 The Chaplain's Fund

The Assistant's Role In Religious Activities & Educational Programs

Hour 25 thru 26 Religious Education In The Army Chapel
27 The Character Guidance Program
28 Character Guidance & The Use Of Visual Aids
29 Referral Agencies

The Assistant's Role In Audio Visual Aids Responsibilities

Hour 30 Audio Visual Aids

30 Total Hours Class Instruction

4. 2. 1

Annex A (Contd)

Training Program (Cont'd)

10 Hours Evaluational & Practical Work

Hourly quiz & final examination	2 hours
*Written drivers test & road test	4 hours
On-the-job training	4 hours

40 Hours Total Instruction

* Army Standard Light Vehicle Drivers Test w/license for $\frac{1}{2}$ and $\frac{1}{2}$ ton truck and sedan.

incl 1 (Cont'd)
Annex A (Cont'd)

DISPOSITION FORM

SECURITY CLASSIFICATION (if any)

N/A

FILE NO.

SUBJECT

Chaplain Enlisted Assistant School

TO G-1, 24 Inf Div

FROM CG

DATE 26 Nov 62

COMMENT NO. 1

lnj/ Flak 81 0

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 will be located in building 1508, Flak Kaserne.

2. Orders will be issued naming the following officers and Non Commissioned Officers and specialists as instructors for the period 4 - 8 February 1963:

Ch (Maj) A S Willin, 04043829, Hq & Hq Co, 2d Battle Group, 34th Inf

Ch (Capt) O R Else, 027893, Hq & Hq Co, 3d MTBn 34th Armor, APO 29

Sfc John A Smith, RA14047205, Hq & Hq Co, 24th Inf Div, APO 112

Sp 5 James Roe, RA17083926, Hq & Hq Co, 24th Inf Div, APO 112.

3. The student detachment of approximately six enlisted men will be placed on TDY with Hq & Hq Co, 24th Inf Div, APO 112 for the duration of the course and will be under operational control of the division chaplain.

FOR THE COMMANDER:

JAMES F JONES
Maj, Infantry
Asst Adjutant General

DISPOSITION FORM

SECURITY CLASSIFICATION (if any)

N/A

FILE NO.

SUBJECT

Chaplain Enlisted Assistant School

TO G-4, 24 Inf Div

FROM CG

DATE 26 Nov 62

COMMENT NO. 1
lmj/ Flak 810

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 is located in building 1508, Flak Kaserne.
2. Appropriate class room space will be provided on the dates specified.
3. Logistical support will be given by your office and charged against the account of the division chaplain section

FOR THE COMMANDER:

JAMES F JONES
Maj, Infantry
Asst Adjutant General

DISPOSITION FORM

N/A

FILE NO.

SUBJECT

Chaplain Enlisted Assistant School

TO G-3, 24th Inf Div

FROM CG

DATE 26 Nov 62

COMMENT NO. 1

lmj/ Flak Mail 910

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 will be located in building 1508, Flak Kaserne.

2. Necessary action will be taken to insure class room space is free for this use at the designated times.

3. Training aids will be supplied as requested by the division chaplain.

4. The division Chaplain will prepare the training schedule for the initial week of the two week course and submit the schedule to your office for approval.

5. Special emphasis should be placed on inspection of these classes for the initial course in February 63 to determine the effectiveness of the school.

6. A one-time report will be submitted to this headquarters and an information copy sent to the division Chaplain within 10 working days after completion of the first class. This report should reflect:

- a. The number of students in attendance
- b. The number of instructors utilized.
- c. The number of students successfully completing the course
- d. Use of training aids
- e. Problems encountered and any appropriate remarks that would furnish guide lines for the future conduct of the school.

FOR THE COMMANDER:

JAMES F JONES
Maj, Infantry
Asst Adjutant General

DISPOSITION FORM

SECURITY CLASSIFICATION (if any)

N/A

FILE NO.

SUBJECT

Chaplain Enlisted Assistant School

TO CO, Hq & Hq Co
24th Inf Div

FROM CG

DATE 26 Nov 62

COMMENT NO. 1
lmj/ Flak Mil 810

1. The 24th Infantry Division Chaplain's Assistant Training School having been established by Ltr, Hq 24th Inf Div, Subject as above, dtd 26 Nov 62 will be located in building 1508, Flak Kaserne.

2. This school will be conducted the first week of February, May, August, and November, the first class will be 4 - 8 Feb 63.

3. The Transportation Officer, your command is designated to provide driver and maintenance training for the approximately six enlisted students attending this course.

4. The issuance of a military drivers license will indicate successful completion of this course.

5. The senior instructor will coordinate with the Transportation Officer, your command regarding time and dates for this instruction.

FOR THE COMMANDER:

JAMES F JONES
Maj, Infantry
Asst Adjutant General

DISCUSSION

1. The Problem.

a. The records of the division Chaplain's office show a perpetual shortage of enlisted Chaplain's assistants (MOS 71B). During the past fiscal year all replacements in this MOS arriving in this command have been assigned to MOS 71B slots. Only two have been reclassified in other MOSs. Both were reclassified because of immoral conduct. Still there exists a current lag of six assistants. This is a typical situation. These six slots are filled by men holding another MOS and receiving on-the-job training as MOS 71B.

b. On-the-job training is a hit-or-miss type of training and seldom covers all the required skills. It also requires a long period of time due to other training and normal office routine work. During this lengthy period the assistant may make serious errors. Under a controlled school situation these errors would be academic and easily corrected by the instructor.

c. Chaplains do not possess all the skill necessary for the training of assistants in such a school, e.g. vehicle and equipment operation and maintenance, the use of audio-visual aids, etc. The Chaplain often finds it difficult to gain a quota space for his assistant to attend projectionist school. In some instances driver training is overlooked completely.

2. The Solution.

a. A division Chaplain's assistant school could be established in Flak Kaserne, Augsburg in Building 1508 and in Hq & Hq Co, 24th Inf Div motor park to operate for five days (40 class hours) and be followed by five days (40 class hours) of instruction at the SACom projectionist school in Reese Kaserne, Augsburg.

b. This school would be in operation the first week of February, May, August, and November of each year on a recurring basis.

c. Instructors

(1) Two Chaplains, a Roman Catholic and a Protestant, will be released from unit duty and placed on a temporary duty status (on a rotational basis for each class) to give instructions in those subjects for which they are suited.

(2) The chief clerk, office of the division Chaplain, will instruct in clerical procedures and will be assisted by one assistant instructor who will be an administrative specialist furnished by the G-1.

(3) The transportation officer, Hq & Hq Co, 24th Inf div will provide a qualified instructor and the necessary equipment

Amey B

Discussion (Cont'd)

to give driver and safety training in light vehicles. This course will lead to issuance of a military drivers license.

(4) The Officer in charge, Film and Equipment Exchange, Reese Kaserne, will provide instructors and equipment to properly train the assistants in the use of projected audio-visual aids. This class will lead to a projectionist license. The quota for this class has been established with the SACom Signal Officer and will not count against unit quotas.

d. Curriculum. The curriculum will follow the pattern set by the Chaplain's Assistant Training Schools in CONUS with the addition of driver and safety training and projectionist school. See Annex C.

3. The Disadvantages. The disadvantages in establishing a division Chaplain's assistant school are:

a. The unit Chaplain would be denied utilization of his assistant for two weeks. If the man is to receive the training as described above the absence is unavoidable. The present on-the-job training for assistants permits the Chaplain and the parent unit to have complete control of the assistant during his training phase. This would also further the concept of unit integrity.

b. Such a school would add to the administrative and operational burden. It would also require funds that could be used for other purposes. The assistants are now receiving on-the-job training without this added burden.

Annex B (Cont'd)

SUMMARY OF COMMENTS

1. (Col A G Crone, G-1) I recommend the establishment of a Chaplain's assistant school for the division. Assignment of enlisted men with MOS 718 from Seventh U S Army has not met the requirements in the past three years. An administrative specialist from this office could be utilized on an as-needed basis to instruct in AG subjects.

2. (Col B Z Worker, G-3) I recommend the establishment of a division Chaplain's assistants school. The training required for projectionist license could be handled by the SACom projectionist school, Reese Kaserne. The school slots for the training would be charged against division headquarters quota assigned to the Chaplain's section.

3. (Col I M Rollin, G-4) I recommend the establishment of a division assistant's training school. The addition of six trainees at any of the driver training courses operated by this command would place no strain on the program. No additional personnel would be needed to properly train chaplain assistants in operation and driver maintenance of light army vehicles. In addition, such training would contribute to the safety and maintenance program now in operation in this command. I recommend Hq & Hq Co, 24th Inf Div be assigned the task of training men due to the proximity of their motor park to the school site. A class room for the training is available in building 1508, Flak Kaserne (Hq & Hq Co class room building).

4. (Chaplain (Lt Col) Joe B Good, Division Chaplain) I heartily recommend the establishment of a division Chaplain's assistants school. The records of this office indicate a shortage of school-trained assistants for the past three years. In many instances the unit chaplains of the division select men from their units who can type, but lack other skills related to MOS 718. They are usually selected because they have an interest in chapel activities and are sound morally and spiritually and fit well with the particular Chaplain's program. However, their formal training in the MOS 718 skills by OJT methods is not suitable. Field duty, and other unit training breaks up their MOS training making it inconsistent and often ineffective. A concentrated five day course followed by the required five day projectionist school would be more effective, require less time, relieve the unit Chaplain of the training period, and result in fewer operational errors. Two chaplains and the chief clerk, this office, could be released on an as-needed basis to provide the necessary instructions. This school would not negate the need for the two schools located at the major training centers in CONUS, but would supplement their work using the materials taught in those schools as a basis of instruction.

Approved C

A SUMMARY OF STAFF STUDY

Johnson, Lucius M. Chaplain Enlisted Assistant School

The purpose of this study is to determine the feasibility of establishing a Chaplain Assistant School in the 24th Infantry Division. The writer assumed that CONUS training centers could not furnish ample assistants for the division; that a sufficient could be trained by the division; and that the division school would supplement, not replace the CONUS schools.

The facts bearing on the problem are: that six of the 19 assistants were not MOS trained; two of which have been re-classified because of immoral conduct; that on-the-job training does not cover required skills needed in assistants; and that qualified instructors are available to teach driver training, maintenance of vehicles, and training in operating a projector.

The advantage of establishing a chaplain assistant school are: untrained assistants now assigned could attend and improve their effectiveness, it would save time eventually since on-the-job training takes longer, qualified instructors are available to teach essential subjects, the training would be relative to local requirements, and the small cost would fit into the current budget.

The disadvantages are as follows: some chaplains would lose their assistants for ten days, the school will be an additional administrative and budgetary burden, and since CONUS operates schools in the major training commands there would be the necessity of close coordination with these training commands.

The proposed school would consist of 30 class hours dealing with the following subjects: the history of the Army Chaplaincy, the mission of the Chaplaincy, denominational requirements, total maintenance responsibilities, administrative procedures, religious and educational activities, and instruction in audio visual aids.

Since all interested staff officers and the division chaplain concurred with this proposal, it is concluded that the 24th Infantry Division should establish a Chaplain Assistant School to teach all un-trained assistants in the division.

CHAP (CAPT) LEE D. BURRIS